

SHEEP BUSINESS MANAGEMENT IN BUMDES DESA CIBADAK KECAMATAN BANJARSARI CIAMIS JAWA BARAT DISTRICT

Latifah Adnani¹, Trisa Nur Kania²
Universitas Pasundan, Indonesia
Latifah.adnani@unpas.ac.id¹, Trisa.nurkania@unpas.ac.id²

Abstract

After the promulgation of Local Government Law number 32 of 2004 which was updated with Law Number 23 of 2014 concerning Regional Government, and strengthened by the enactment of village law number 6 of 2014 which states that to further improve the welfare of rural communities, one of the efforts that can be done is by establishing a Village-Owned Enterprises (BUMDes). The purpose of the BUMDes can be among other things to stimulate the development of rural economy, also to minimize urbanization of rural residents, the existence of independence in the village economic sector, so as to increase the original income of the village. Research that is done using qualitative research design research that is research that focuses on certain phenomena that do not have generalizability and comparability but have internal validity and contextual understanding. The conclusions of the research on managing sheep business are: As an effort to look for opportunities in determining market position, the BUMDes Cibadak makes sheep sheds that are clean, attractive, made from teak waste material, form a cage like a series of villages so that they are expected to attract consumers. The impact of sheep business management by BUMDes Cibadak for the community, is the community feels they have the existence of these business activities because most of the community are farmers including farmers as well so that they are familiar with the business of raising livestock including sheep.

Keywords: *Business, Management, BUMDES, Community*

1. Introduction

Referring to the objectives of the BUMDes, the village head and his staff and the local community need to think about what business needs to be developed in their village. Because ethically that the business run by BUMDes should not be the same as the business that has been run by the local community so that it can lead to unfair business competition with fellow citizens themselves. But the business activities carried out by BUMDes must be endeavored to be able to synergize and support the efforts of the local community. In addition BUMDes also need to pay attention to local potential that can be worked on by involving local communities. So that the community is familiar with the work done that is expected to have an impact on the progress of the village, because it is done according to ability and familiar with field conditions. In addition, empowerment of existing resources can be done. At present after the promulgation of the Daerah Government Act and the Village Law, the number of BUMDes in Indonesia based on data up to 2019 totals

35,000 of the 74,910 villages in Indonesia (<https://csr.kita.com/category/artikel-csr/>). Referring to the data it can be seen that around 50% of the number of villages in Indonesia have already run the BUMDes program. This condition triggered President Joko Widodo to instruct the Ministry of Villages, Disadvantaged Regions and Transmigration and their staff so that the Bumdes program in the village needed to get special attention, because it was hoped that Indonesia's economic development would be supported by rural business activities. So the funds for the development of the village that was poured by the government were also large.

1. The current condition of BUMDes in Indonesia is generally constrained by (www.berdesa.com) Human Resources who have no entrepreneurial background
2. Lack of socialization about the role of BUMDes because there are still many

- village officials themselves who do not understand clearly.
3. Lack of communication between village officials and the community. So that in the BUMDes structure many are filled by the group head and family problems internally.
 4. There are concerns from village officials in using village funds to develop BUMDes. Because seeing the many officials both at the district level, regents or mayors who were caught by the KPK related to the use of funds.
 5. Understanding from residents that the use of funds from BUMDes is a grant fund, which should be for business development and must be returned to BUMDes.
 6. Still weak managerial ability of businesses. And he still considered working to develop BUMDes a part-time job.
 7. The younger generation is not yet sure if BUMDes can handle their future.
 8. Measurement of the success of BUMDes still refers to increasing profits in the form of money. While social benefits such as mobilizing and encouraging the community's economy are underestimated.

This condition is also experienced by BUMDes in Cibadak village, where most of the people run their business as farm laborers, food businesses such as banana sale, banana chocolate (piscok), pastries, stick business, base ojeg handyman, stall traders and so on. The beginning of the establishment of BUMDes is in 2017.

The business that is run is to open a coffee shop business. It is crowded with visitors to the coffee shop, but not the buyers but the youth and the community who take the time to chat and talk about various things. The manager is the local youth group. But because they did not have a business background, the business finally did not progress. So now it is transferred to another party in its management. BUMDes receives the profit sharing. Then after a long process it was decided to go through the business of raising sheep.

The business chosen by BUMDes Cibadak village in connection with sheep raising business is very interesting and innovative. Because the location of the sheep cage is made like a series of houses with one sheep and lots of locations integrated with the village land area designed for educational tourism byang provides various traditional games such as clogs, stilts, culinary packages with menus and presentation methods that are typical of the local village. The sheep management system is based on profit sharing between the owner of the sheep (investor), the manager and the BUMDes as a cage and land provider. Currently the sheep investors include BUMDes itself and 60% from the outside community.

The management is run by a number of residents who are determined to be responsible for handling the safekeeping of sheep with a profit sharing system. Although it has been designed by the village officials, youth youths and the community, but currently in the management of these sheep are still experiencing problems such as the sale of sheep that are still several months old, because the profit sharing system received by the manager takes 4 months to 2 years until the sheep These are ready to be harvested and become broilers. But because managers really need money so even though it is not the time but has been sold. In addition it is also related to the problem of providing animal feed in the dry season, having to look for grass to eat sheep to other villages which are located up to 10-15 km away from the sheep pen. This is certainly inconvenient for managers, because they have to go back and forth looking for sheep feed which is quite far away, so it requires gasoline for motor transportation. With this research background, the researcher is interested in researching about Sheep Management by the BUMDes of Cibadak Ciamis village, West Java.

Formulation of the problem .This research formula includes:

1. How to carry out the management of sheep raising business in BUMDes Cibadak village
2. What is the impact of the management of sheep business on BUMDes in Cibadak village on the community in the village

The objectives of this research are: General purpose: The general objective of this description is to analyze the management of sheep maintenance business at BUMDes, Cibadak Village, Ciamis Regency, West Java Special purpose.

- a) Analyzing the management of sheep raising business in BUMDes, Cibadak Ciamis village.
- b) Analyze the impact of managing sheep raising business for the community

1. Management

The theoretical basis in this description will discuss in advance about the definition of management mentioned by Prajudi Atmosudirdjo, 1982, which is an activity of utilizing and controlling all the resources needed to achieve or complete certain goals. While Sondang P. Siagian, 1997 describes that management is a Soft skill or skills to achieve a certain result by using the power or help of others From the opinion of Prajudi Atmosudirdjo and Sondang.

P Siagian can be interpreted that management includes forms of activities by mobilizing all resources that have goals or to achieve a certain result. While George R. Terry stated that management is the use of Human Resources (HR) or other resources that can be realized in planning, organizing, directing and controlling activities to achieve a certain goal. The way to achieve certain results in managing a business can be done in various innovative ways as mentioned by Robbert. B. Tucker (362: 2019) namely:

1. Look for opportunities in Market Position
2. Looking for opportunities in how to understand customer needs so far
3. Looking for opportunities to get customers
4. Look for opportunities to re-search our business model
5. Look for opportunities to redefine added value
6. Think again about how our products and services reach the customers.

Business activities discussed in this description are business activities carried out by Village-Owned Enterprises (BUMDes), namely: A business institution that is managed by the village government and the local community as an effort to improve the village economy and build social closeness of the community formed based on the needs

and potential of the village (Maryunani 2008: 35)

Furthermore Chidir Ali (2005) explained that BUMDes is a business institution that has the function to do business in order to get results such as profits. The purpose of the establishment of the BUMDes Chidir states as follows:

1. Optimizing the management of existing village assets
2. Advancing the village economy
3. Open employment
4. Improve the welfare of village communities
5. The nature of management is oriented to profit
6. Nature of management: honest, open, participatory, fair.

BUMDes Legal Foundation

The legal basis for BUMDes is regulated in the Village Government Law number 6 of 2014 which is mentioned in: 1) Article 87 which mentions the spirit on which the BUMDes are founded and their management is based on the family principle and the spirit of mutual cooperation between the BUMDes management and the community.

Article 88 concerning Establishment of BUMDes. Article 88 number 132 Article 132 Government Regulation number 43 of 2014 concerning Villages states that BUMDes are established referring to the deliberations of rural communities which are subsequently set forth in a Village Regulation (Perdes) based on these provisions, it can be concluded that when the village community agreement was ratified and it was stipulated in the Village Regulation (Perdes) then from then on was born BUMDes as a Legal Entity. Legal Entity status in BUMDes is different from other Legal Entities such as Limited Liability Companies, Foundations or cooperatives that obtain Legal Entity status when they get approval from the relevant minister.

Article 89 regulates the benefits of establishing a BUMDes, while the benefits of establishing a BUMDes, i.e.

- a) Business development
- b) Development, empowerment, assistance for the poor through grants, social assistance and revolving fund activities stipulated in the Village Expenditure Budget

- c) Article 90 states the direction of the development of the BUMDes business which is beneficial to the village community.

Furthermore, the existence and status of BUMDes is strengthened by the presence of Regulation 4 of 2015 concerning BUMDes which outlines:

- a. The process of establishing BUMDes
- b. Who has the right to manage BUMDes
- c. BUMDes Capital
- d. Types of businesses that may be undertaken by BUMDes
- e. BUMDes Capital
- f. BUMDes Financial Reporting Methods
- g. BUMDes Accountability Report.

3. Prior Research

Based on the results of Disty Purnamasari's research conducted at BUMDes in Minggirsari village, Kanigoro sub-district, Blitar district, the business carried out was in the form of partnerships with residents with a profit sharing system. So 70% for residents 30% for BUMDes. The role of BUMDes in the village of Minggirsari, Kanigoro sub-district, Blitar district, is trying to improve the welfare of its people by providing business capital in various fields by its citizens. Whereas 15% of BUMDes funds are set aside for social activities. The difference with the research conducted by researchers is the management of BUMDes in Cibadak Village, Banjarsari District, Ciamis Regency. The sheep is made a clean cage by striving for the direction of the wind does not hit the place of Saung (home to rest usually in the middle of rice fields) which is planned for a place to eat with traditional menus typical of the Cibadak village. The profits from raising sheep are also shared by profit sharing, namely for sheep bought by BUMDes, the profit sharing between BUMDes and managers is 50% each. Whereas for the sheep deposited from the community or other investors, the share is 40% for Owners (Investors) 40% for Managers, while the 20% is deposited to BUMDes as the cage provider and its management.

Furthermore, Alfikar elaborated on the role of BUMDes in improving community economy in Pekan Tebih village, Kepemenuhan Hulu District, Rokan Hulu Regency. At BUMDes in Pekan Tebih village, a sample of 42 BUMDes fund recipients was used to help the capital of grocery traders, glassware traders, fried food sellers, oil palm farmers and

service business operators. The difference with researchers is that BUMDes in Pekan Lebih Lebih does not yet have a business specifically run by BUMDes Pekan excess itself in the sector of empowering local resources, equipment rental business, production or trading business (trade), finance, services and holding (together). research conducted by researchers relating to the business activities that have been carried out by BUMDes Cibadak village Ciamis Regency is the sheep management business known as the Sheep Hotel business because the cages are insulated with insulation such as apartments or hotels. With the different forms of business and profit sharing systems, it is expected to become a study material for BUMDes to adopt what needs to be optimized.

3.Method

Research that is done using qualitative research design research that is research that focuses on certain phenomena that do not have generalizability and comparability but have internal validity and contextual understanding (A, Chaedar alwasilah, 100, 2012) or qualitative methods are also referred to as methods that are more easily adapted to various kinds of interrelated realities.

While the research method is done descriptively, namely questioning what actually happened about the behavior or event as observed (or potentially observed) by the researcher. (A.Chaidar Alwasilah, 94: 2012)

Research Object

The object of the research was conducted in the village of Cibadak, Banjarsari sub-district, Ciamis Regency, West Java. The characteristics of the community in the village of Cibadak are less able to adapt to changing conditions that require the need for special skills or abilities in dealing with the conditions of the times. Still relying on hereditary abilities.

Data collection technique

The research began with field observations and interviews with the head of the Cibadak village and the sheep manager. Furthermore, conducting literature and journal studies related to BUMDes in various villages in Indonesia which are the results of previous research. The results of observations, interviews and literature and journal studies. the relevant ones are expected to be able to answer the research objectives set.

Primary data sources were carried out by observation and interview with informants:

1. Mr Olis Nur holis as Head of Cibadak Village, Banjarsari District, Ciamis Regency.
2. Mr Aep Saepudin as marketing manager and Sheep Business Manager at BUMDes in Cibadak Village, Banjarsari District, Ciamis Regency.

Operational Definitions of Research Variables

The concept of this research is about Management which is done imaginatively including:

- 1) Looking for opportunities in market positioning
- 2) Looking for opportunities to get customers
- 3) Looking for opportunities in fig understanding customer needs
- 4) Looking for opportunities to look for our business models back
- 5) Look for opportunities to redefine added value
- 6) Rethink how products and services reach the customers' hands

Data analysis technique

The first data analysis was observing and interviewing the management of sheep by the BUMDes of Cibadak village to the informants, namely Olis as the village head and Mr Aep as the head of sheep management. Then reviewing previous research related to BUMDes and literature study and studying documents as well as sources from the internet that are related to BUMDes Management. Furthermore, it is poured into the research description. Primary data based on interviews with informants, then, are interpreted and analyzed so that meaningful and conclusions are made.

Data from informants, then classified. The results of field observations are then interpreted in terms of theoretical frameworks and predetermined conceptual views. Data from informants is then processed and analyzed, so that it is expected to produce a comprehensive picture of the research object.

4. Results and Discussion

A. Sheep Business Management in BUMDes, Cibadak Village, Banjarsari Ciamis District

- 1) Looking for opportunities in Market Positioning

Looking for opportunities in Market Positioning is a marketing step that has

something different from what is generally done by other business actors. Can add value to the uniqueness, in terms of quality, price and so on.

- 2) The people in Cibadak village make their living as farmers who own rice fields, farm laborers, traders in markets and stalls, breeders, artisans, small businesses, teachers and village office employees. The number of people who are productive age is 20 - 55 years reaching 37%. Most of the community work in the village of Cibadak is as a farmer. Both those who work in coconut plantations, work their own fields or as farm laborers. Farmers after they go to the fields generally have free time.

This condition prompted the village head and his officials and the community to hold a meeting to discuss what business activity plans should be worked on by the village through the BUMDes program stipulated in the Village Law, and the funds had been provided by the government through the village ministry and supplemented by the provincial and district governments of Ciamis. Finally in early 2016 it was agreed to establish a coffee shop business run by Karang Taruna. This management is contained in the Decree of the Village Head of Cibadak Number 16 of 2016 concerning the Management Structure of BUMDes, Cibadak Village. But because it did not provide the expected income then on January 10, 2018 the coffee shop business was taken over by other business actors with a place rental system.

- 3). Then after there was another discussion with the community an agreement was reached to run a sheep business. Its location on village land. The sheep are fattening sheep, breeding sheep and contest sheep. Sheep sheds are made from teak wood waste material which has a resistance of around 3 years. The size of the cage is 15 meters long for 30 fattening sheep. If the sheep are breeding, because there will be calves so that each sheep has a length of 1.5 meters. While the sheep cage contest specifically closed with banners. The size is about 1.75 m. The roof of the cage is asbestos, while underneath it is made of bamboo material so that it is easy to get rid of sheep dung and sheep urine can also flow directly down. The direction of the cage to the north with the intention that many

residents living in the south do not smell the sheep because of the smell of the wind. The cost of making a sheep pen in the initial stage for a capacity of 30 sheep costs Rp. 20,000,000 (twenty million rupiah). As an effort to prevent mosquitoes, in addition to paying attention to air circulation. also around the sheep pen planted lemongrass trees. The shape of the cage resembles a series of villages so it is nicknamed the Sheep Hotel. One sheep occupies a lot. Hotel sheep cared for BUMDes. If there is an empty lot directly serviced. Tried tomorrow, someone must have filled it. The mention of sheep hotel and the formation of a unique cage is what makes the difference with other sheep businesses.

3) Looking for opportunities to get customers Strive for customers or consumers to take their own actions guided by business actors. This condition cannot yet be done by BUMDes managers. That is giving knowledge or training customers to be able to run the products or services offered by themselves. Although they have not been able to carry out the concept of innovation in sheep management, but the management is open about things that need to be known by them (the investors) who have left their sheep to be managed by the BUMDes with the Profit Sharing system. For the sheep purchased by BUMDes, the revenue share between the manager and the BUMDes each receives a 50% share of the selling price. Whereas for sheep which are deposited from the community (investors) outside the BUMDes, the profit sharing between the manager and the owner of each part is 40% foreign.

5) Looking for opportunities in how to understand customer needs. Businesses need to look for customer wants not needs. So new things or new ideas will emerge. The new idea of managing sheep in BUMDes Cibadak village is BUMDes management in the sheep hotel area is still spread out wide enough village land and by the BUMDes Cibadak village used as an educational tourism area that provides traditional children's games such as stilts, long clogs, swings, children's slide area (sesrodotan) and the provision of culinary that can be enjoyed in the hut (gazebo) which was built specifically to enjoy dishes with typical menus of the Cibadak village, while enjoying views of shady trees and elaborately

stretched rice fields, is expected to have its own appeal for consumers who can conduct sheep transactions while family recreation.

6) Looking for opportunities to look for new business models again

The business model must be different from the traditional one. In this sheep business, investors have the freedom to choose which sheep to be kept in sheep hotels will be cared for by whom. Investors are also given the freedom to choose whether to keep fattening sheep or breeding. In addition, it is also permissible if the investor who entrusts his sheep to BUMDes, when in urgent need of funds, can immediately sell them even though it is not yet time to sell because the sheep have not met the age of 4 months. to the location of the sheep market ... Of course the price is below the standard market price.

7) Looking for opportunities to redefine added value

The types of sheep provided by the BUMDes Cibadak village in addition to fattening sheep and breeding there are also other types of sheep that are kept by the BUMDes namely contest sheep. Even though there are only two, it has a special attraction for sheep lovers. So it is interesting for consumers to see see and become their own entertainment. Because this sheep care contest is different from other sheep. That is every day must be bathed, dried and invited to run, shaved once every 2 days, If there is a pool asked to swim sheep. The cage is also special, covered with banners.

The horns can be shaped to attract and polish. This contest sheep is the result of crossing up to 4 times the crossing. If the tail is short and large, it is a sign that it has good energy. Contest sheep food is different from other types of sheep. In addition to grass also given eggs 3 fruit every day mixed with honey. The grass must not get wet from the rain, which can make the sheep have stomach ache. So it must be drained first to dry. The price of a 1 year old contest sheep can reach 25 million. If competed with a contest (geulis) and won, the price will be more expensive. The existence of a sheep contest in this sheep hotel as one of the strategies in attracting consumers to come to the sheep hotel area is expected to be interested in becoming an investor or buyer.

8) Rethink how our products and services come to the hands of customers. The point is that business actors think about how to be able to sell products / services directly to customers without going through distributors, of course if this can be done the price will be cheaper. The sale of sheep in BUMDes, Cibadak village, is currently not able to directly sell to consumers, but through the city or sold to traders in the Cibadak village sheep market. Nevertheless the manager also provides an opportunity for consumers who want to directly choose and buy their sheep to the sheep hotel location. It's just that the promotion needs to be further improved so that the wider community is aware of the existence of a sheep selling place managed by the BUMDes.

B. Benefits of sheep business management by BUMDes in Cibadak Village for the community.

It has been explained above that most of the Cibadak village communities make a living as farmers, both farmers who work on their own fields and as farm laborers. The farmers after having gone to the morning on the morning had a lot of free time.

Therefore, when some of them were offered to manage sheep, they were greeted with enthusiasm. BUMDes officials determine that farmers who take care of these sheep are those who have motorcycles, because to look for grass as sheep feed, when the dry season can get outside the village Cibadak because a lot of dry grass. Whereas farmers already have the skills to do grass seeding. In addition there are also residents who are ex-convicts employed to take care of the sheep, so the residents are recognized as being in the community, because they want to work with enthusiasm and given the task of coordinating the security of sheep from theft, because he is among those respected by residents.

Seeing these conditions so that the presence of sheep hotel with all its attributes, namely the tourist village area, has an impact on increasing the role of the community to develop their potential, it can also increase village cash income and family income. The impact is that besides getting income from sheep management, the social impact is also felt, namely by empowering them in BUMDes activities so they feel they own the business.

5. Conclusion

The conclusions of the research on managing sheep business are:

As an effort to look for opportunities in determining market position, the BUMDes Cibadak makes sheep sheds that are clean, attractive, made from teak waste material, form a cage like a series of villages so that they are expected to attract consumers. The management also has a different business model in managing this sheep business, namely by giving investors the freedom to determine when the sheep will be sold, who maintains the sheep and what type of sheep is chosen, this is expected to have an attraction for investors. Meanwhile, to attract sheep buyers, an educational tourism site in the area of the sheep hotel was made in the hope that consumers could trade while traveling. In addition, the existence of sheep contest managed by BUMDes will also increase curiosity for consumers to go to sheep hotels.

The impact of sheep business management by BUMDes Cibadak for the community, is the community feels they have the existence of these business activities because most of the community are farmers including farmers as well so that they are familiar with the business of raising livestock including sheep. The impact is not only in the economic sector but rather the social impact is that they feel they have and feel empowered and effective.

6. Acknowledgments

Recommendations given:

1. The BUMDes of Cibadak Village need to establish cooperation as outlined in a written agreement relating to the problem of providing land to get grass from the surrounding villages and involving other village communities to provide grass food by being given an honorarium during the sale of sheep and cooperating in the sheep security sector.
2. Development of contest sheep needs to be done because it has its own charm. Even though maintenance costs are more complicated and expensive. But the selling price is also expensive.

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The Rules

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